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Personnel



AFRC RESERVE CAREER LIFE CYCLE

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FOREWORD

A Process Action Team (PAT) was formed in May 1992 to examine the Career Life Cycle of a Reservist. The Chief of the Air Force Reserve Command decided to continue the PAT with new members selected every 18-24 months. PAT membership is a cross-section of grades, skills, and backgrounds from the Air Force Reserve Command (AFRC). The charter of the group is to continue working open issues from the previous PATs and identify important new issues affecting the careers of reservists.

This pamphlet was first published in December 1993 and was designed to assist reservists with career planning. This is the first update of the pamphlet.

The PAT identified a need for a comprehensive career plan for each and every reservist. The team developed sample models along with a progress counseling checklist to be used on an annual basis to improve career planning. We believe this to be a major step forward and encourage everyone to participate in this process.

Professional military education (PME) is included here because it is such an important part of your progression in AFRC. We encourage you to get it early - your professional growth and development enhances your potential as a resource to the Total Force.

The PAT identified a need to identify talented reservists available for further assignments and to formulate policy for enhancing military career development. The AFRC Reserve Career Management and Policy Board has been formed to perform these functions.

I encourage any member of the Air Force Reserve to identify additional issues that should be considered by this PAT. Inputs should be forwarded by letter through the chain of command to the AFRC/CV. The letter should include a short description of the issue/problem, a brief discussion of the issue/problem, and any recommendation the member desires to make to the PAT.

Robert A. McIntosh, Major General, USAF
Chief of Air Force Reserve Command

Section A— Officer

1. Introduction. The life cycle of an Air Force Reserve officer is depicted on the following pages (figure 1). It begins with listing those items that are applicable through out the career of an officer (see table 1).

1.1. The next presentation lays out goals for all officers for the rank depicted. This building block approach is a guide to enable you to gain in-depth experience in any career field.

1.2. The last section is more specific as to positions recommended to meet goals for Operations, Logistics, Support, and Medical fields. The PAT did not build models for every possible career field in the Air Force Reserve Command. If your specific career field is not shown here in an example, we envision you building your own with the assistance of your supervisor or career advisor. The four examples listed give you a guide and format to get started. Lt Col and Col positions assume the individuals are qualified, have the availability, and deserve to assume the increased responsibility.

1.3. Remember, these are suggestions and guidelines. This pamphlet contains detailed material that could be quickly outdated. Check with your unit officer of primary responsibility (OPR) for specifics. Each individual has to design his or her specific goals.

1.4. Reserve positions and grade structure are dictated by needs of the Air Force to ensure appropriate assets are available to meet the wartime mission. Individually, the success of your career is dependent upon planning and interaction with supervisors and career advisors. This pamphlet provides a checklist to assist you in your career progress assessments.

1.5. Good luck in your career!

Figure 1. Officer Career Progress Model.



Table 1. Officer Promotion Eligibility.

ELIGIBILITY CRITERIA

For Promotion To	Years of Promotion Service	Total Years of Service *
O-2	2 Years	2 Years
O-3	4 Years	6 ³ / ₄ Years
O-4	7 Years	13 ³ / ₄ Years
O-5	7 Years	20 ³ / ₄ Years
O-6	3 Years	
Screen for O-7	1 Year Time-In-Grade	Senior PME Completed

* **NOTE:** This factor will be eliminated 30 Sep 2001 under *Reserve Officers Program Management Act* (ROPMA), which is phasing out Time-In-Service requirements.

UNIT VACANCY

For Promotion To	Years of Service Completed From PSD
O-3	2 Years
O-4	4 Years
O-5	4 Years

PSD - Promotion ServiceDate

2. Officership:

2.1. 2LT:

- 2.1.1. Basic Career Field Training.
- 2.1.2. Adopt a Role Model/Mentor.
- 2.1.3. Participate in Unit Activities.
- 2.1.4. Learn How Military Works and Unit Operates.
- 2.1.5. Cultivate Leadership Skills.
- 2.1.6. Total Quality Management.

2.2. 1LT:

- 2.2.1. Assume Additional Duties, Responsibilities and Projects - Volunteer.

- 2.2.2. Demonstrate and Improve Technical Proficiency.
- 2.2.3. Seek Additional Technical Training (In-Residence or by Correspondence).
- 2.2.4. Plan and Organize Unit Functions.
- 2.2.5. Use Quality in all Facets of Job/Decision Processes.

2.3. CAPT:

- 2.3.1. Complete Squadron Officer School.
- 2.3.2. Seek Leadership Roles in Professional Military Organizations.
- 2.3.3. Career Broadening Within Career Field.
- 2.3.4. Community Activities Involvement.
- 2.3.5. Seek Higher Levels of Responsibility.
- 2.3.6. Perfect Communication Skills.
- 2.3.7. Gain Knowledge of Support Agencies.
- 2.3.8. Network Beyond Unit.

2.4. MAJ:

- 2.4.1. Complete Air Command and Staff College.
- 2.4.2. Advanced Degree Desirable.
- 2.4.3. Career Broadening Outside Career Field.
- 2.4.4. Command Positions.
- 2.4.5. Gain Staff Experience - Wing, NAF, Hqs-Level Positions.
- 2.4.6. Lead by Example - Mentor Junior Officers.
- 2.4.7. Consider Individual Mobilization Augmentee Program.

2.5. LT COL:

- 2.5.1. Senior Serviced School.
- 2.5.2. Commander/Senior Staff Position.
- 2.5.3. Advanced Degree Desirable.
- 2.5.4. Active Participation in Professional Military Organizations.
- 2.5.5. Appropriate Advanced Military Professional Courses.
- 2.5.6. Explore IMA Positions.
- 2.5.7. AFRC/MAJCOM Special Projects.

2.6. COL:

- 2.6.1. IMA Program.
- 2.6.2. Group Commander/Vice Wing Commander/MAJCOM Senior Staff.

2.6.3. Be Mobile - Go Anywhere, Do Anything.

3. Operations Group Model (Pilot/Navigator Example):

3.1. 2LT:

- 3.1.1. Complete Primary Aircraft Upgrade Training.
- 3.1.2. Attend Basic Survival School.
- 3.1.3. Complete Mission Ready Training.
- 3.1.4. Assume Duties as Copilot/Wingman/Navigator.

3.2. 1LT:

- 3.2.1. Accrue Flying Experience.
- 3.2.2. Upgrade to First Pilot/Flight Lead.
- 3.2.3. Seek Specialized Training in Weapons System/Mission.

3.3. CAPT:

- 3.3.1. Upgrade to Aircraft Commander/Instructor.
- 3.3.2. Continue to Perfect Flying Skills.
- 3.3.3. Seek Special Mission Qualifications.
- 3.3.4. Seek Diversified Operational Duties - Training, Weapons and Tactics, Scheduling, Stan Eval, FCF, Safety, etc.

3.4. MAJ:

- 3.4.1. Upgrade to Flight Examiner.
- 3.4.2. Seek Mission Commander/Planning Duties.
- 3.4.3. Serve as Flight Commander/Asst Flight Commander.
- 3.4.4. Seek Command Positions.
- 3.4.5. Become Qualified as Supervisor of Flying.
- 3.4.6. Pursue Operations Officer/ADO Experience.
- 3.4.7. Further Mission Expertise by Attending Related Seminars, Conferences, and Formal Schools.
- 3.4.8. Seek Operational Career Broadening with Exposure to Plans, Command Post, ALCE, Life Support, Safety, etc.

3.5. LT COL:

- 3.5.1. Become Chief of Stan/Eval.
- 3.5.2. Become Involved in HHq Operations/Deliberations.
- 3.5.3. Seek Commander Positions/Squadron Operations Officer.
- 3.5.4. Seek Wing/Group Staff Positions.

3.5.5. Participate in High Visibility Missions/Events.

3.5.6. IMA Program.

3.6. COL:

3.6.1. Wing Vice Commander.

3.6.2. Operations Group Commander.

3.6.3. IMA Program.

4. Logistics Group Model (Aircraft Maintenance Example):

4.1. 2LT:

4.1.1. Attend Basic Aircraft Maintenance Officer's Course.

4.1.2. Unit Organization Familiarization.

4.1.3. Unit Weapon Systems Familiarization Training.

4.1.4. Experience on Deployments.

4.2. 1LT:

4.2.1. Become Fully Qualified in Initial AFSC.

4.2.2. Assistant AMU OIC.

4.2.3. Off-Equipment Maintenance OIC.

4.2.4. Maintenance OIC on Deployments.

4.2.5. Assistant Munitions OIC.

4.2.6. Assistant Avionics OIC.

4.3. CAPT:

4.3.1. AMU OIC.

4.3.2. Off-Equipment Maintenance OIC.

4.3.3. Maintenance OIC on Deployments.

4.3.4. Munitions OIC.

4.3.5. Avionics OIC.

4.3.6. Maintenance Staff Assignments.

4.3.7. Broadening to other Logistics Specialties.

4.4. MAJ:

4.4.1. Squadron Maintenance Officer.

4.4.2. Quality Assurance OIC.

4.4.3. Higher Headquarters Maintenance Staff Assignments.

4.4.4. Broadening to other Logistics Specialties.

4.5. LT COL:

- 4.5.1. Squadron Commander.
- 4.5.2. Assistant Logistics Group Commander.
- 4.5.3. IMA Assignment, Air Logistics Center.

4.6. COL:

- 4.6.1. Logistics Group Commander.
- 4.6.2. Numbered Air Force Assistant LG.
- 4.6.3. IMA Assignment, Air Logistics Center, HQ AFMC, HQ USAF.

5. Support Group Model (Generic):

5.1. 2LT:

- 5.1.1. Basic AFSC Officer School.

5.2. 1LT:

- 5.2.1. Become Fully Qualified in Initial Support AFSC.
- 5.2.2. PERSCO Training for Personnel Officers.

5.3. CAPT:

- 5.3.1. Decision Point for Specialization.
- 5.3.2. Administrative Officer, Executive Officer, Flight Commander.
- 5.3.3. Team Chief for Deployment - WICP, Patriot Warrior, Silver Flag.
- 5.3.4. Civil Engineering Readiness Officer.

5.4. MAJ:

- 5.4.1. Career Decision Point for Security Police, Social Actions, MWRS, Communications, and Personnel Officer.
- 5.4.2. Civil Engineering Operations Officer.
- 5.4.3. Wing Executive Officer.
- 5.4.4. Functional Area Statutory Tour Officer.

5.5. LT COL:

- 5.5.1. Support Group Commander/Deputy Commander.
- 5.5.2. Civil Engineering Squadron Commander.
- 5.5.3. Staff Broadening Assignments.
- 5.5.4. On-Scene Commander Training.
- 5.5.5. IMA Position at Air Logistics Centers and MAJCOMs.
- 5.5.6. Mission Support Squadron Commander.

5.6. COL:

- 5.6.1. Support Group Commander.
- 5.6.2. IMA Position at MAJCOMs or HQ USAF.
- 5.6.3. Functional Area Director at HQ AFRC, AF Civil Engineering Agency

6. Medical Group Model (Generic):

6.1. 2LT:

- 6.1.1. Participate in Air Force Internship Program.
- 6.1.2. Attain Required Degree for Medical/Dental Specialty.
- 6.1.3. Attend Military Indoctrination for Medical Service Officers (MIMSO) and/or Other Required Military Medical/Dental Indoctrination Program.
- 6.1.4. Attend Basic Survival School, if Selected for Flying Duties.
- 6.1.5. Award of Basic Medical/Dental Specialty Badge.
- 6.1.6. Maintain Continuing Medical/Dental Education Requirements.

6.2. 1LT:

- 6.2.1. Gain Experience in Chosen Medical/Dental Career Field.
- 6.2.2. Seek Additional Responsibility - Assistant OIC or OIC.
- 6.2.3. Maintain Continuing Medical/Dental Education Requirements.

6.3. CAPT:

- 6.3.1. Provide Specialty Training Programs to Unit Personnel.
- 6.3.2. Professional Presentations to Assigned Units and Outside Organizations.
- 6.3.3. Continue to Perfect and Maintain Required Medical/Dental Readiness Skills.
- 6.3.4. Become Involved in Health Promotion Activities.
- 6.3.5. Maintain Continuing Medical/Dental Education Requirements.

6.4. MAJ:

- 6.4.1. Seek Key Medical/Dental Staff Position or Management Role.
- 6.4.2. OIC or Assistant OIC of a Medical Squadron or Medical/Dental Clinic.
- 6.4.3. Become Qualified for Award of the Senior Specialty Badge.
- 6.4.4. Attend Air Force In-Residence Specialty Courses and Related Conferences and Seminars to Increase Professional Skills and Medical Mission/Readiness Expertise.
- 6.4.5. Maintain Continuing Medical/Dental Education Requirements.

6.5. LT COL/COL:

- 6.5.1. Seek Commander or Medical Operations Officer Position.
- 6.5.2. Become Chief of Professional Services/Aeromedical Services.

- 6.5.3. Become Health Promotions Program Officer at Wing Level.
- 6.5.4. Become Qualified for Award of Chief Specialty Badge.
- 6.5.5. Maintain Continuing Medical/Dental Education Requirements.

7. Professional Military Education Summary:

7.1. PME is probably the single most important requirement to enhance your Air Force career. There are very few slots available for AFRC officers in residence. Therefore, most reservists elect to complete their PME in the seminar or correspondence course. Do not let this become a discouragement for applying to attend in residence. AFRC/CC has placed additional weighted value to resident Senior Service School graduates in the selection for senior leadership and key staff positions. You should give serious consideration to completing your PME as soon as you become eligible! Get it done early! Professional military education prepares you personally and professionally for the next steps of leadership and for ongoing promotion opportunities. The normal sequence is Squadron Officer School (SOS), Air Command and Staff College (ACSC), and Senior Service School (SSS).

7.2. Attachment 1 contains a partial listing of available PME courses and brief course synopses. See your wing education and training personnel for eligibility, application, selection criteria, and class dates.

8. Officer Checklist. Use the checklist in attachment 2 as a guide for reviewing accomplishments of an officer and establishing recommended goals to meet promotion requirements.

- 8.1. We suggest that the officer fill out the checklist for those items already complete or in progress. Goals, if known, can be filled out and then finalized during counseling.
- 8.2. Suggest this checklist be reviewed annually by each officer with appropriate involvement of their supervisor/commander.
- 8.3. The checklist at attachment 2 is **not** to be sent through local reproduction channels. It is intended to be used only as an integral part of this pamphlet.

Section B— Enlisted

9. Introduction. This section is designed to address the need (outlined in the AFRC Long Range Plan, 1998-2002) for AFRC enlisted members to better understand career progression and minimum requirements for promotion eligibility (figure 2).

- 9.1. Figure 3 provides a graphic depiction of minimum promotion requirements for airmen in the ranks of E-1 through E-9.
- 9.2. To date, no one has been able to develop the perfect promotion system, so the next best thing is to learn as much as possible about the one that currently exists. Then, focus your efforts on those factors such as career skills, professional military education (PME), and leadership/management skills so you will be able to compete for positions of greater responsibility.
- 9.3. Similar to any large civilian corporation the competition will be keen, but there is nothing secret about the path to your success. If you are conscientious, motivated, and committed to a fulfilling career in the Air Force Reserve, this information will be vitally important to you. By meeting the minimum requirements, you satisfy exactly that. Once minimum requirements are met, your supervisor

can recommend you for promotion. Unit commanders have the ultimate authority to approve or disapprove that recommendation. Remember, at this point you only have met minimum requirements and you probably will be competing against co-workers with similar qualifications. The way to successfully market yourself is by exceeding the minimums. Work towards completing your PME and Community College of the Air Force (CCAF) degree, volunteer for additional duties, and in general become a more valuable asset to your unit.

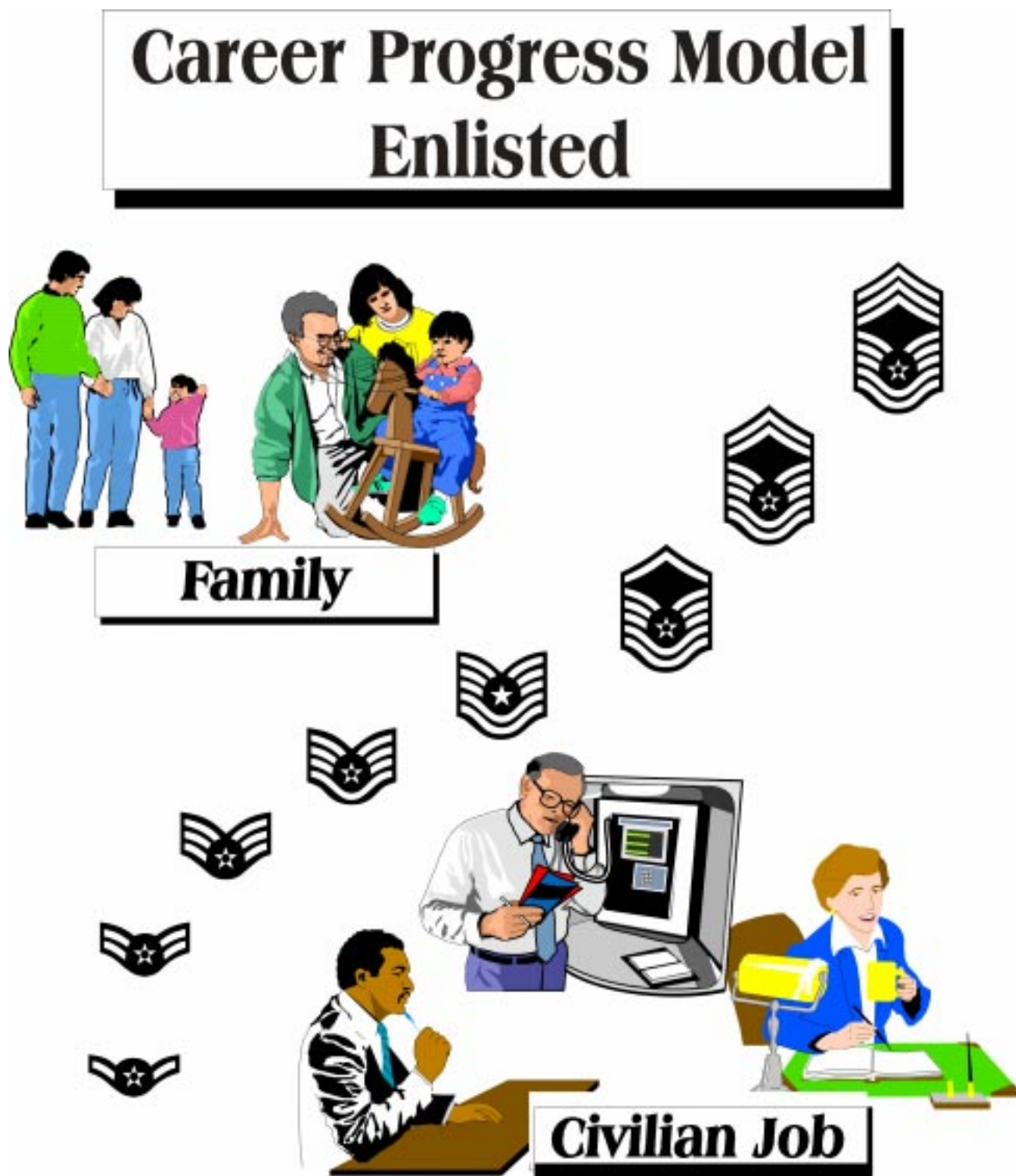
9.4. PME may be the single most important requirement. Attending in-residence is preferred, and counts for more college credits. Correspondence, although requiring you to study on your own, allows you to complete the course at a self-paced rate.

9.5. Volunteer to attend PME as soon as you are eligible! Get it done! This will prepare you personally and professionally for leadership responsibilities and future promotion opportunities.

9.6. A summary of PME courses and promotion enhancing educational activities is in attachment 3. A progression checklist is provided in attachment 4 to aid you in tracking your qualifications.

9.7. Good luck on your way to the top!

Figure 2. Enlisted Career Progress Model.



Your Career in the Air Force Reserve

Figure 3. Enlisted Education and Training Path.



10. The Enlisted Retention and Promotion Program (TERPP):

10.1. Overview. The overall objective of TERPP is to ensure the highest order of mission accomplishment by attracting people with exceptional qualifications into the career reserve force and offering stimulating career programs.

10.2. Opportunity. Promotion is one of the most important and visible aspects of personnel management. The primary objective of promotion policy is to provide individuals with the rank commensurate with the responsibility and leadership requirements of the positions they hold. This in turn influences the collective attitudes and behavior of the force through its impact on morale, motivation, and retention. To be effective, promotion policy must be easily understood and viewed by the force as equitable, consistent, and predictable.

10.3. Enlisted Air Force Promotion System. The enlisted Air Force promotion system can be separated into three categories. First, promotion to grades E-2 thru E-5 may occur at anytime minimum promotion requirements are met and the unit commander approves. Second, promotion to grades E-6 thru E-9 is based on the existence of a higher grade vacancy. What we mean is that all individuals occupy a position on the manning document unique to them, that is, in order for an E-6 to be eligible for promotion to E-7, he or she must occupy an E-7 or higher grade position, meet minimum promotion requirements, and be approved by the appropriate commander. Your supervisor can assist you in identifying the grade of the position you occupy. Third is the Promotion Enhancement Program more commonly referred to as PEP. This program allows individuals an opportunity to be promoted one grade over the grade of the unit manning document position they occupy. This program was designed to promote only those outstanding and well deserving NCOs who have demonstrated the ability and potential for advancement to the next higher grades. Commanders/supervisors nominate individuals to PEP boards for consideration. Wings have promotion authority for grades E-6 and E-7. Numbered air forces (NAF) have promotion authority for grades E-8 and E-9.

10.4. Enlisted High Year of Tenure. The Air Force Reserve High Year of Tenure (HYT) program was implemented and designed to improve grade ratios, ensure sustained promotion opportunity for lower grade enlisted personnel, and ensure a balance between youth and experience. The HYT program limits enlisted participation in the Reserve to a total of 33 years of creditable service for military pay. All enlisted personnel participating in the Reserve, regardless of grade, who have, or will achieve, 33 years of military service for pay before age 60 will be affected by HYT. This program also applies to the air reserve technicians (ART). However, their HYT date may be dictated by their earliest civilian retirement date.

10.5. AFRC Program Objective. The AFRC maintains certain grade and skill levels to ensure appropriate assets are available to meet the wartime mission.

10.6. Individual Program Objective. To make sure required grade and skill levels are maintained, the best promotion opportunities are provided to reserve airmen who demonstrate potential for increased responsibility. To improve your chance for promotion, various career enhancing courses may serve as a plus. Though these courses are not mandatory, they are indicative of self initiative and will prove beneficial. Examples of career enhancement courses are: the AFRC Non-Commissioned Officers Leadership Development Program, Total Quality Management, Community College of the Air Force, and civilian education (college degree/advanced degree).

11. General Enlisted Guidelines:

11.1. AB - A1C:

- 11.1.1. Basic Career Field Training.
- 11.1.2. Learn How the Military Works and Unit Operates.
- 11.1.3. Adopt a Role Model/Mentor.
- 11.1.4. Three-Level Follow-On Apprenticeship.

11.2. SrA:

- 11.2.1. Participate in Unit Activities.
- 11.2.2. Complete Airman Leadership School (Correspondence, 001 Authorized).
- 11.2.3. Five-Level Training.
- 11.2.4. Enroll in CCAF.

11.3. SSgt:

- 11.3.1. Assume Additional Duties, Responsibilities, and Projects.
- 11.3.2. Seven-Level Training (OJT/CDC).
- 11.3.3. Join Professional Military Organizations.
- 11.3.4. Demonstrate and Improve Technical Proficiency.
- 11.3.5. AFRC NCO Leadership Development Course.

11.4. TSgt:

- 11.4.1. Advanced Technical Training (Resident).
- 11.4.2. Complete NCO Academy.
- 11.4.3. Plan and Organize Unit Activities.
- 11.4.4. Complete CCAF Degree.

11.5. MSgt:

- 11.5.1. Seek Higher Levels of Responsibility.
- 11.5.2. Complete Senior NCO Academy.
- 11.5.3. Active Participation in Professional Military Organizations.

11.6. SMSgt:

- 11.6.1. Perfect Communicative Skills.
- 11.6.2. Organize Group/Wing Activities.
- 11.6.3. Seek Leadership Roles in Professional Military Organizations.
- 11.6.4. Award Nine-Skill Level.

11.7. CMSgt:

- 11.7.1. Senior Enlisted Advisor.

- 11.7.2. Section/Branch Superintendent.
- 11.7.3. AFRC/MAJCOM Special Projects.
- 11.7.4. Be Mobile - Go Anywhere - Do Anything.

12. Career Development Milestones. Figure 3 depicts career development milestones for enlisted personnel. It must be noted that this chart is only to be used as a guide and to give a generic look at skill-level and promotion phase points over the career of a reservist. The chart is intended to show the skill-level development, the earliest promotion times, and also the average sew-on time for promotions. (**NOTE:** Due to many changes affecting training and promotions, individuals are strongly encouraged to contact their personnel office for clarification and/or guidance.)

13. Enlisted Professional Military Education (PME) Summary. Enlisted professional military education (PME) was restructured on October 1, 1991 into a three-tier program that complements the airman, non-commissioned officer (NCO), and senior NCO tiers. Each level of PME, the Airman Leadership School, NCO Academy, and Senior NCO Academy, has been developed to provide just the right mix of performance and academic broadening to improve individual leadership and management skills. Reserve enlisted personnel are encouraged to attend all tiers of PME in-residence. However, due to limited availability, limited quotas, and budget constraints, completion by correspondence is made available. A brief synopsis of each level of PME is discussed in attachment 3 along with other non-PME but career enhancing courses.

14. Enlisted Personnel Checklist:

- 14.1. Use the checklist in attachment 4 as a guide for reviewing accomplishments of an airman/non-commissioned officer and establishing recommended goals to meet promotion/career broadening requirements.
- 14.2. We suggest that each AMN/NCO fill out the checklist for those items already complete or in progress. Goals, if known, can be filled out and then finalized during counseling.
- 14.3. Suggest this checklist be reviewed annually by each AMN/NCO with the involvement of their supervisor/commander as appropriate.
- 14.4. The checklist is **not** to be sent through local reproduction channels. It is intended to be used only as an integral part of this pamphlet.

MICHAEL W. LEHR, Col, USAFR
Director of Personnel

Attachment 1

PROFESSIONAL MILITARY DEVELOPMENT COURSES AVAILABLE IN-RESIDENCE TO AFRC OFFICERS

OFFICER PME COURSES

AIR WAR COLLEGE -- ELIGIBILITY: Lt Col/Col with fewer than 26 years of total federal commissioned service (TFCS) at class entry. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Emphasis on the study and understanding of air warfare from a national perspective, including the joint and combined environments. The rigorous course analyzes and evaluates strategy formulation and employment. Complemented by tailored advanced studies and an integrated field studies program. Maxwell AFB, AL.

US ARMY WAR COLLEGE -- ELIGIBILITY: Lt Col/Col. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Demanding war planning and war fighting exercises and simulations focusing on ground warfare. Stimulating lectures and active small group discussions framed by classical, contemporary, and future oriented readings. Regular comprehensive evaluations. Carlisle Barracks, PA.

NAVAL WAR COLLEGE -- ELIGIBILITY: Lt Col/Col. CLEARANCE: Top Secret. HIGHLIGHTS: The curriculum is based on three courses of study: Strategy and Policy, National Security Decision Making and Operations as well as a fourth, multidisciplinary electives program. Courses in each of these areas are designed to provide depth and perspective to the study of conflict, its causes and resolutions. A Master of Arts degree in National Security and Strategic Studies is awarded to graduates of the resident program. Naval War College, Newport, RI.

NATIONAL WAR COLLEGE -- ELIGIBILITY: Lt Col/Col. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Senior level course of study in national security strategy. Prepares student for high-level policy, command, and staff responsibilities. Focus on national security policy/strategy. Emphasizes a joint and interagency perspective. Fort McNair, Washington, DC.

INDUSTRIAL COLLEGE OF THE ARMED FORCES -- ELIGIBILITY: Lt Col/Col. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Postgraduate, executive-level courses of study and associated research dealing with the resource component of national power. Special emphasis on acquisition and its integration into national security strategy for peace and war. Fort McNair, Washington, DC

AIR COMMAND AND STAFF COLLEGE -- ELIGIBILITY: Major with less than 18 years TFCS. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Focus on theater level operations, combined arm/composite warfare, with an introduction to national military and security strategy. Emphasis on joint forces/operational level of war, organization and command relationships, joint C3 and intelligence, and defense planning systems. Maxwell AFB, AL.

ARMED FORCES STAFF COLLEGE (Joint PME - Phase II) -- Only as a follow on to Intermediate Service School (9 weeks) or to Senior Service School (12 weeks). ELIGIBILITY: Completion of a resident Intermediate or Senior Service School. HIGHLIGHTS: Focuses on joint and combined operations. Curriculum structured to develop understanding and appreciation of joint warfighting. Designed to promote a spirit of cooperation and understanding that is critical to any joint endeavor. Norfolk NAS, VA.

SQUADRON OFFICER SCHOOL -- 7 weeks - ELIGIBILITY: Captain with fewer than eleven years TFCS. CLEARANCE: Secret. Must be medically capable of participating in physical conditioning/field leadership programs. HIGHLIGHTS: Improves warfighting capability of company grade officers. Covers leadership, officership, force employment and communication skills. Assists the development of the

whole person into a seasoned professional officer capable of increased contribution to varied Air Force missions. Maxwell AFB, AL.

SHORT COURSES

AIR RESERVE/GUARD OFFICER SEMINAR -- 3 days - **ELIGIBILITY:** By HQ invitation only. Lt Col/Col currently assigned in air operations (i.e., flying units DOs, CCs, Ops officers). **CLEARANCE:** Secret. **HIGHLIGHTS:** Attendees join Air War College (AWC) discussions on reserve force employment in Air Force operations. Coincides with presentation by Chief of Air Force Reserve and Director, ANG to AWC. Maxwell AFB, AL.

RESERVE FORCES ADJUNCT COURSE -- 2 weeks - **ELIGIBILITY:** Major. **CLEARANCE:** Secret. **HIGHLIGHTS:** Seminars, lectures and exercises on combat and support operations with resident Air Command and Staff College class. Broadens and increases warfighting knowledge. Maxwell AFB, AL.

RESERVE FORCES COURSE -- 2 weeks - **ELIGIBILITY:** Captain and Major. **CLEARANCE:** Secret. **HIGHLIGHTS:** Student's skills are improved through oral communications instruction, assessment of present threat to free world security, understanding current roles, capabilities and employment concepts of combat and combat support operations. Maxwell AFB, AL.

JOINT MILITARY OPERATIONS -- 12 days - **ELIGIBILITY:** Major, Lt Col, and Col. **CLEARANCE:** Secret. **HIGHLIGHTS:** Concentration on Joint Operations at the strategic and operational theater level, incorporating concepts from history, strategy, logic, and operational experience. Preference given to students with background in Operations. Naval War College, Newport, RI.*

NATIONAL SECURITY DECISION MAKING -- 12 days - **ELIGIBILITY:** Major, Lt Col, and Col. **CLEARANCE:** Secret. **HIGHLIGHTS:** Focus is on the process for structuring future military forces for the United States. Contributes to the student's capability to perform and communicate effectively as a senior decision maker or staff member in the national security decision making structure. Naval War College, Newport, RI.*

STRATEGY AND POLICY -- 12 days - **ELIGIBILITY:** Major, Lt Col, and Col. **CLEARANCE:** Secret. **HIGHLIGHTS:** Course content centers on the analytical study of war. Study of the complex interactions between nation's political interests and goals, and the way military force has been and may be used to serve those interests and goals. Naval War College, Newport, RI.*

(* Prior preparation and study is required by the prospective student, to include an essay of acceptable academic quality to be submitted by the specified deadline. Final selection made by the Naval War College.)

RESERVE COMPONENTS NATIONAL SECURITY COURSE -- 2 weeks - **ELIGIBILITY:** Lt Col/Col. **CLEARANCE:** Top Secret. **HIGHLIGHTS:** Administered by the Institute of Higher Defense Studies. Curriculum consists of lectures, panel discussion, seminars, and simulation exercises dealing with national security policy and defense resource management. Locations vary.

ARMY SENIOR RESERVE COMPONENT OFFICER COURSE -- 10 days - **ELIGIBILITY:** Cols in BG positions or on statutory tours. **CLEARANCE:** Top Secret. **HIGHLIGHTS:** Broadens perspective on a wide variety of national security and national strategy issues. Roles, missions, and functions of the organization of the Joint Chiefs of Staff studied. Army War College, Carlisle Barracks, PA.

ADDITIONAL CAREER ENHANCING COURSES (NON PME)

AIR FORCE RESERVE JUNIOR OFFICER LEADERSHIP DEVELOPMENT COURSE -- 3 days
- Designed to develop leadership skills in junior officers. Focuses on essentials of military leadership, career planning, mentoring, and personal awareness. Primary eligibility is Lt through Capt. Location: Held at various Air Force Reserve Command locations.

SQUADRON COMMANDER'S COURSE -- 5 days - ELIGIBILITY: All squadron commanders assuming command after 1 Sep 95 must receive this mandatory training within 6 months of assuming command. The course focuses on realistic survival tools and knowledge required for success in command positions.

GROUP COMMANDERS COURSE - 10 days - ELIGIBILITY: Air Force Colonels and Lieutenant Colonels selected to become a group commander. The first week covers core commander responsibilities. During the second week, separate tracks cover operations, support, logistics, and medical command responsibilities. Location: Maxwell AFB, AL

WING COMMANDERS COURSE - 5 days - ELIGIBILITY: Air Force officers assigned to the position of wing commander. Provides an understanding of contemporary attitudes, approaches to leadership and management, legal responsibilities, and selected staff functions needing management emphasis. Location: Maxwell AFB, AL.

QUALITY TRAINING -- This training cascades from the top echelons of AFRC. It involves initial training as well as continuation refresher training.

Attachment 2

ANNUAL OFFICER PROGRESS COUNSELING CHECKLIST

NAME _____ DATE _____

1. PME/Education	Completed	Projected Completion
SOS	_____	_____
ACSC	_____	_____
AWC	_____	_____
Adv Degrees	_____	_____
2. Military Job Training		
TQM	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
3. Additional Duties/Responsibilities		
Current: _____		Goals: _____
_____		_____
_____		_____
_____		_____
4. Unit Activities/Exercises/Deployments		
Completed: _____		Goals: _____
_____		_____
_____		_____
_____		_____
5. Community Activities/Professional Military Organizations		
Completed: _____		Goals: _____
_____		_____
_____		_____
_____		_____

6. Technical/Flying Proficiency

Current Level: _____

Goals: _____

7. Supervisory/Staff Experience

Past/Present: _____

Goals: _____

8. Records Review/Latest Photo _____

9. Participation/Attendance Total Pts _____

10. Awards and Decorations Most Recent _____ Date_____

11. IMA Program Awareness

Attachment 3

PROFESSIONAL MILITARY DEVELOPMENT COURSES AVAILABLE TO USAFR ENLISTED PERSONNEL

ENLISTED PME COURES - IN-RESIDENCE:

AIRMAN LEADERSHIP SCHOOL (ALS) -- ELIGIBILITY: SRA. This 4 week course, conducted on active duty installations, focuses on preparing senior airman for increased responsibilities as supervisors and rating officials. The course is divided into three main areas: military studies, leadership, followership, and communicative skills. Must have at least 48 months TAFMS to attend. Locations: Most active duty bases.

NCO ACADEMY (NCOA) -- ELIGIBILITY: SSGT/TSGT. This is a mid-tier, 5 1/2 week course conducted at major command academies world-wide. It is designed to better prepare selected staff sergeants and technical sergeants for section and branch level supervision and management responsibilities. The target student population is mid-tier NCOs at 12 years of service, especially technical sergeant selectees. A minimum ASVAB score of 50 in the general category is required. Location: Various bases.

SENIOR NCO ACADEMY (SNCOA) -- This top-tier, 7 week course focuses on advanced leadership and management techniques. Master sergeants, senior master sergeants, and chief master sergeants are eligible to attend. Maxwell AFB Gunter Annex, AL.

ENLISTED PME COURSES - CORRESPONDENCE:

AIRMAN LEADERSHIP SCHOOL (ECI COURSE 00001) -- This course familiarizes airmen first class and senior airmen with the duties and responsibilities of the non-commissioned officer. It is designed to cultivate responsible and effective leaders who can successfully contribute to the Air Force mission. Also covered are Communicative Skills, Military Studies, and World Affairs. Enrollment is open to grades of Airman First Class and Senior Airman only.

COMMAND NON-COMMISSIONED OFFICER ACADEMY (CNCOA) CORRESPONDENCE COURSE -- General: The CNCOA correspondence course is administered by ECI and generally parallels the resident Command NCO academies throughout the world. Course 00006 currently consists of two subcourses, 6D and 6E.

Subcourse 6D - Military Studies and Communication Skills - Content: Subcourse 6D has two volumes. Volume one discusses military studies such as military skills, Air Force history of the NCO, organization and mission, and national security. Volume two covers communications skills.

Subcourse 6E - Leadership and Management - Content: Subcourse 6E has two volumes. Volume one discusses leadership and management theories, evaluation and reporting concepts, and the need for discipline. Volume two covers quality of life topics, such as health maintenance, personnel programs, and social actions.

Eligibility: Enrollment is open to grades of staff sergeant and technical sergeant only.

USAF SENIOR NON-COMMISSIONED OFFICER ACADEMY CORRESPONDENCE COURSE (USAF SNCOA) -- General: The SNCOA correspondence course is administered by ECI and generally parallels the resident course at Maxwell AFB, AL. Course 00008 currently consists of two subcourses. Each subcourse has a closed book course examination and must be completed in sequence. Course 00005A (CD-ROM) is also an option for correspondence completion.

Time Limits: The enrollment period for subcourse 8D and 8E are divided into two academic terms, consisting of one year each.

Eligibility: Enrollment is open to grades of master sergeant and senior master sergeant only.

ADDITIONAL ENLISTED CAREER ENHANCING COURSES (NON-PME):

THE NON-COMMISSIONED OFFICER LEADERSHIP DEVELOPMENT PROGRAM (NCOLDP) -- This course is designed for NCO mid-level managers (SSgt/TSgt) with its course content consisting of and lending itself toward developing the NCOs management, research, and leadership skills. Course material is facilitated by both military and civilian instructors. At present, the program is not an accredited PME course; however, civilian college credits are awarded for completion of the course. NCOLDP is an AFRC command sanctioned course, developed uniquely for the future enlisted leaders of the Air Force Reserve Command. Completion of the course of training is not mandatory for enlisted promotion, but completion of the course will enhance your career. Course duration is 10 days, 6 days consist of civilian instruction and 4 days consist of military instruction. Robins AFB, GA

TOTAL QUALITY MANAGEMENT (TQM) -- The Air Force Reserve Command is totally committed to being a total quality organization. As such, the TQM program is presented to all employees of AFRC as an enhancement to the way the Air Force does business. The training is conducted starting at the top echelons of command who in turn cascade the training to the next subordinate echelon of the organization. The cascading or teaching involved with TQM is an ongoing project. TQM training will be conducted throughout an individual's career. Even though TQM training is not a PME course, it is of paramount importance.

Attachment 4

ANNUAL ENLISTED CAREER PROGRESS CHECKLIST

1. GOALS

2. EDUCATION

	ENROLLED	SUBJECT	# HOURS	DEGREE	SATISFACTORY	PROGRESS
A. COLLEGE:	YES/NO	_____	_____	YES/NO	YES/NO/NA	
CCAF:	YES/NO	_____	_____	YES/NO	YES/NO/NA	
ASSOC. DEGREE:	YES/NO	_____	_____	YES/NO	YES/NO/NA	
BA/BS DEGREE:	YES/NO	_____	_____	YES/NO	YES/NO/NA	
ADVANCED DEGREE:	YES/NO	_____	_____	YES/NO	YES/NO/NA	

B. TRADE/TECHNICAL SCHOOL: _____

C. SATISFACTORY PME

AMN LEADERSHIP SCHOOL:

	ENROLLED	COMPLETED	DATE	PROGRESS
CORRESPONDENCE/IN-RESIDENCE	YES/NO	YES/NO	_____	YES/NO/NA

*NCO LEADERSHIP DEVELOPMENT COURSE	YES/NO	YES/NO	_____	YES/NO/NA
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NCO ACADEMY:

CORRESPONDENCE/IN-RESIDENCE	YES/NO	YES/NO	_____	YES/NO/NA
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SNCO ACADEMY:

CORRESPONDENCE/IN-RESIDENCE	YES/NO	YES/NO	_____	YES/NO/NA
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* NOT MANDATORY, BUT RECOMMENDED

3. AFSC/TITLE

SKILL LVL

SUPERVISORY

SUPERVISED

POSITION

_____	3/5/7/9	YES/NO	_____
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_____	3/5/7/9	YES/NO	_____
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_____	3/5/7/9	YES/NO	_____
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4. ADDITIONAL MILITARY JOB TRAINING (FTD, LICENSES, COMPUTER, SAFETY, SECURITY)

5. TQM: _____ DATE: _____

6. ADDITIONAL DUTIES/MANAGEMENT

7. COMMUNITY ACTIVITIES/PROFESSIONAL ORGANIZATION MEMBERSHIPS

MEMBER NAME: _____ RANK: _____ CONCUR: YES/NO

SIGNATURE: _____ DATE: _____

SUPERVISOR: _____ RANK: _____ TITLE: _____

SIGNATURE: _____ DATE: _____